 Smithsonian Institution

Senior Level Performance Appraisal

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| Name: |  | Title: |  |
| Unit: |  | Rating Period: | FY 2010 |

Performance Agreement Certification: *This is to certify that the rating official and employee have met, consulted, discussed, and understand expectations for the established appraisal period, and that the reviewing official approves the plan.*

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| *Rating Official Name & Signature* | *Date* | *Reviewing Official Name & Signature* | *Date* | *Employee Signature* | *Date* |

Progress Review: *This is to certify that the rating official and employee have met and conducted a progress review, during which the plan may be modified by the rating official as appropriate.*

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| *Rating Official Name & Signature* | *Date* | *Employee Signature* | *Date* |

Summary Performance Rating: *Employee signature acknowledges receipt and discussion of performance appraisal, and does not imply agreement or disagreement with the rating. Employee may attach comments.*

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| --- | --- | --- | --- |
| Outstanding (3.00 - 2.51) | Highly Successful (2.50 – 1.51) | Successful (1.50 – 1.00) | Unacceptable |

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|  |  |  |  |  |  |
| *Rating Official Name & Signature* | *Date* | *Reviewing Official Name & Signature* | *Date* | *Employee Signature* | *Date* |

**Summary Rating Sheet Executive Name:**

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**ELEMENT 1 - MISSION: Increase Knowledge and Diffuse Knowledge**

**COMPONENT 1 – Increase Knowledge**

| **Sub-Element Name** | **Linkage (check all that apply)** | **Performance Standard** | **Accomplishment/Outcome** | **Rating** |
| --- | --- | --- | --- | --- |
| Scholarship and support  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**  **Successful:**  Standards could include specific metrics on increase in research and scholarly publication; increase in proposals for scholarly grants; and improvements in research infrastructure (e.g., indirect cost recovery) |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Professional Partnerships  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**    **Successful:**  Standards could include metrics on discourse with relevant professional colleagues, constituents; and efforts to plan/conduct conferences and create inter-unit research teams related to the four grand challenges; forming public-private partnerships |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Diversity of scholars  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**    **Successful:**  Standards could include metrics on diversity of scholarly staff, fellows, interns, volunteers, etc. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Other Related Elements  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**    **Successful:** |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |

**ELEMENT 1 - MISSION: Increase Knowledge and Diffuse Knowledge**

**COMPONENT 2 – Diffuse Knowledge**

| **Sub-Element Name** | **Linkage (check all that apply)** | **Performance Standard** | **Accomplishment/Outcome** | **Rating** |
| --- | --- | --- | --- | --- |
| Exhibits and public programs  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**  **Successful:**  Standards could include metrics on museum attendance; participation in educational and public programming; # and impact of new exhibits; visitor rating of exhibits; participation in EDGE reporting; # and impact of object loans, traveling exhibitions and/or programs; # of users and orgs served through collection and/or archive accessibility |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Digital Learning & Outreach  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**    **Successful:**  Standards could include enhancements to SI’s digital presence and accessibility via new Web and media strategies, web site redesign effectiveness measured by the Foresee Customer Satisfaction Survey, expanding social networking, # and impact of distance learning, web features, media products; # and impact of virtual exhibits |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Collections Management  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**    **Successful:**  Standards could include % of collections and archives items digitized; development or implementation of digitization standards; establishment and implementation of digitization priorities at a unit level (e.g., target percentages of completion); implementation of collections policy compliant with SD 600; implementation of collections plans and/or inventories; implementation and/or use of collections assessment tool |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Diversity of exhibits and programs  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**    **Successful:**  Standards could include % of programs and exhibits representing diversity; evidence of consultation and consideration of varied perspectives on subject matter; evidence of diversity among exhibition staff, contractors, collaborators, etc. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Other Related Elements  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**    **Successful:** |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |

**ELEMENT 2 - MISSION: Leadership and Support**

| **Sub-Element Name** | **Linkage (check all that apply)** | **Performance Standard** | **Accomplishment/Outcome** | **Rating** |
| --- | --- | --- | --- | --- |
| Federal/Trust Budget Management  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**  **Successful:**  Standards could include restructuring budgets and staff to meet strategic plan and Trust finance team recommendations; quality of budget requests and justifications and linkage to strategic plan; timeliness of materials and cooperation/coordination with other SI units in preparing materials; regular review of expenses vs. budgets |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Generation of outside funds  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**    **Successful:**  Standards could include increase in funds generated through gifts, grants, contracts, etc; # and impact of donor cultivation activities; implementation or support of new revenue generating activities. OD standards should include Campaign planning and campaign financing goals. OI standards should include endowment performance. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Improve Physical Infrastructure  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**    **Successful:**  Standards could include project management success for unit major and small projects; implementation of FY2010 Capital and Revitalization Plans; NMAAHC completion; IT technology infrastructure improvements (e.g., usage of EDAN); establishment and implementation of sustainability efforts; Define A&I plan; implementation of asbestos program |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Technical Expertise or Other Related Elements  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**    **Successful:** |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |

**ELEMENT 3 – Smithsonian Values and Supervision**

**COMPONENT 1 – Smithsonian Values**

| **Sub-Element Name** | **Linkage (check all that apply)** | **Performance Standard** | **Accomplishment/Outcome** | **Rating** |
| --- | --- | --- | --- | --- |
| Integrity and Ethics  (Mandatory) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:** Promotes, through personal example, high ethical standards in the conduct of work, consistent with Smithsonian policies.  Chooses to do what is right even when that is unpopular.  Seeks out and considers dissenting opinions.  Addresses disagreements in a constructive manner. Proactively promotes compliance with policies and procedures, and demonstrates accountability for the accuracy and reliability of financial information generated by subordinates by reviewing the effectiveness of internal controls and strengthening the control environment to mitigate control gaps.  **Successful:** Upholds ethical standards in the conduct of work, consistent with Smithsonian policies. Administers internal controls for programs and activities overseen, and resolves findings from reviews and audits timely and appropriately. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Diversity  (Mandatory) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:** In addition to standards under “Successful”; deals tactfully and effectively with matters and issues, facilitates positive working relationship with staff and colleagues. Participates in Smithsonian outreach activities to attract underrepresented candidates. Identifies and develops initiatives to facilitate the participation of small and disadvantaged businesses in SI procurement opportunities.  **Successful:**  Demonstrates effective leadership for SI’s EEO and workforce diversity efforts by ensuring fairness in recruitment, selection, hiring, and other human resources practices. Seeks diverse applicants in areas of underrepresentation. Ensures subordinate staff compliance with mandatory EEO training requirements, takes timely action to effectively prevent and resolve workplace disputes. Ensures compliance by subordinates of all SI-mandated EO policies and procedures. Establishes clear criteria for use in consideration of awards, merit increases and related actions. Supports supplier diversity goals in accordance with SI policy. Considers diversity when creating pan-Institutional teams, task forces and working groups. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Safety  (Mandatory for non-supervisors) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:** In addition to the below, actively participates on or constructively supports the facility’s safety committee, and vigorously promotes safety to peers, superiors and management alike.  **Successful:**  Consistently performs all work in a safe manner, adhering to all SI and unit safety and occupational health practices and procedures in order to promote and maintain a safe and healthful work environment for all employees. Notifies appropriate office within 48 hours of any unsafe/unhealthful condition, and follows up and/or takes appropriate action until condition is resolved. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Safety  (Mandatory for supervisors) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:** In addition to the exceeding all factors in the fully successful standard, produces significant achievements in accomplishing safety program goals, e.g. achieves zero injuries, abates known unsafe/unhealthful working conditions within 24 hours, and/or formally addresses safety and health issues at all staff meetings.  Ensures all reported incidents and injuries submitted in the AIRS are completed within five business days.  **Successful:**  Promotes, adheres to and enforces the SI safety program. Meets all facility safety program goals. Ensures all staff receive annual safety training, and use and maintain provided safety and/or personal protective equipment. Strives for zero injuries. Submits reports of incidents and injuries in the Automated Incident Reporting System (AIRS) within forty-eight hours of each occurrence. Reviews safety performance of subordinate staff quarterly and takes prompt corrective action as necessary. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |

**ELEMENT 3 – Smithsonian Values and Supervision**

**COMPONENT 2 – Supervision (Mandatory for Supervisors Only)**

| **Sub-Element Name** | **Linkage (check all that apply)** | **Performance Standard** | **Accomplishment/Outcome** | **Rating** |
| --- | --- | --- | --- | --- |
| External Communication (Public and Stakeholder Outreach, Influence & Negotiation, Customer Feedback)  (Mandatory for supervisors) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:** Builds confidence and consensus around new ideas and directions stemming from strategic plan implementation. Actively anticipates and plans for appropriate responses to the needs, feelings, and capabilities of different stakeholders (donors, media, general public, Congressional Members and staff, etc.).Articulately and professionally expresses ideas, issues and positions to stakeholders in stressful or unexpected conditions. Finds appropriate partners and forms partnerships and networks to aid in the successful completion of SI’s goals. Generates written materials and documentation that set a standard for others to follow. Consistently expands external networks and plays a leadership role in specialty/area of expertise.  **Successful:**  Reacts appropriately to stakeholder concerns and questions and facilitates implementation of new ideas and directions with stakeholders, collaborating within existing networks. Makes clear and convincing written and oral presentations in planned meetings, events, and other scheduled circumstances. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Internal Communication (Leading People, Collaboration, Coalition Building, and Employee Feedback)  (Mandatory for supervisors) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:** Encourages a work environment that accepts differences, builds trust, promotes open & honest communication without retribution, and effectively solicits, considers and, as appropriate, incorporates differing views to avoid non-productive conflicts. Builds team cohesiveness and cooperation internally within the unit as well as externally with other SI units, regularly and readily making improvements in response to feedback from employees, customers and clients. Accepts feedback and responds in a positive manner to ensure continued collaboration. Creates an atmosphere of accountability and pride, providing clear performance plans and assignments focusing on strategic priorities. Completes appraisals in a timely manner, and appropriately recognizes employee achievement and fosters employee development for the future.    **Successful:**  Manages and resolves conflicts as they arise. Uses employee survey results to determine areas for improvement. Collaborates as required with other SI organizations, and receives feedback in a non-confrontational or defensive manner. Completes performance plan and appraisals on time. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Innovation, Creativity, Leading Change (Strategic change, Vision, Transforming practices)  (Mandatory for supervisors) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:** Seeks state of the art approaches and practices from all sources; responds creatively to requests for change, offering insightful solutions; thinks “outside the box” and encourages risk taking; challenges norms and lets them be challenged; articulates a clear vision around change, anticipating obstacles and thanking ahead to next steps clearly mapping optimum direction; identifies key trends that will have a positive impact on mission success.    **Successful:**  Pursues updated topical information through regular sources; is open to change and adjusts to new situations given time; applies established solutions to make organizational improvements; manages the implementation of innovations and organizational changes identified by others. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Results Driven. Business Acumen (Manage resources strategically, make decisions producing results by applying knowledge, analyzing problems, and calculating risk  (Mandatory for supervisors) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:** Develops operating plans linked to new strategic priorities that make activities transparent and serve as effective management tools. Develops and communicates contingency plans, anticipating potential disruptions given trends. Assesses program performance, obtaining and analyzing available data from multiple sources Makes course corrections, as appropriate, based on multiple, ongoing reviews of management measurements throughout the rating period. Is creative in developing measures, and obtaining and using resources within the confines of SI policy to increase organizational capacity and effectiveness. Monitors performance in meeting established goals, and proactively communicates positive and negative trends along with viable, thoughtful recommended courses of action. Makes decisions and solves problems based on the total picture, rather than relying on optimizing a single facet of the situation.    **Successful:**  Maintains operating plans and controls. When circumstances change, adjusts plans as best as possible in the absence of established contingencies. Takes steps to ensure continuous improvement based on annual reviews, and manages assigned resources to achieve established goals. Communicates potential problems in meeting goals or targets to higher management. Problem solving and associated decision making solves immediate short term issues. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |

**ELEMENT 4 – ANNUAL ORGANIZATION PRIORITIES**

| **Sub-Element Name** | **Linkage (check all that apply)** | **Performance Standard** | **Accomplishment/Outcome** | **Rating** |
| --- | --- | --- | --- | --- |
| Support Strategic Plan Realignment  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**  **Successful:**  Standards could include infrastructure, staffing, and other types of support provided to strategic plan implementation. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| National Campaign Support  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**  **Successful:**  Standards could include infrastructure, staffing, and other types of support provided to the national capital campaign. |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |
| Other Related Elements  (Optional) | **Priorities:**  **\_\_ Excellent Research**  **\_\_ Broadening Access**  **\_\_ Revitalizing Education**  **\_\_ Cross Boundaries**  **\_\_ Strengthening Collections**  **\_\_ Enabling Our Mission Through Org. Excellence**  **Challenges:**  **\_\_ Unlocking the Mysteries of the Universe**  **\_\_ Understanding and Sustaining a Biodiverse Planet**  **\_\_ Valuing World Cultures**  **\_\_ Understanding the American Experience**  **\_\_ Supports All Four** | **Outstanding:**    **Successful:** |  | Outstanding (3)  Highly Successful (2)  Successful (1)  Unacceptable (0) |